



# VALUE-ADDED FOR THE COMMUNITY

Many of you may be wondering... Now that we have begun this strategic planning process, what is the bottom-line value to Miami-Dade County?

The benefits of strategic planning are many including:

- Eliminate crisis decision-making by giving leaders a blueprint for the future
- Create a “Community Vision” consistent with views and needs of diverse citizens and the business community
- Build consensus on community priorities and guide activities beyond day-to-day operations
- Institute accountability and constant feedback
- Better integrate the community and Board of County Commissioners into the planning and budgeting process

The Board of County Commissioners will review master plans prepared by each strategic area. The Board will also provide additional input and plans will be revised accordingly.

## What’s in it For Me?

Through this process, you can:

- Influence the future direction of your County and make your community better
- Increase your understanding of the services provided by County government
- Increase understanding of how the County’s service priorities are determined
- Help make the County customer-friendly to the community

To sum it all up, strategic planning helps elected officials and local leaders throughout Miami-Dade County tackle the challenges of a growing community by focusing on shared priorities and goals. That is why it is so very important that the community as a whole be involved in this planning process.



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# PEOPLE’S VISION: COUNTY’S MISSION

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Miami-Dade County



## DEAR RESIDENTS OF MIAMI-DADE COUNTY:

We recently launched an unprecedented strategic planning process for Miami-Dade County during a special briefing for the Chair and Members of the Board of County

Commissioners. This is an extremely important process that is resident-driven and aimed at making Miami-Dade Government more responsive to our community’s needs. This plan will result in a streamlined vision and mission statement for Miami-Dade and will become the ultimate driving force behind our county’s budget and service delivery.

Our success is contingent on receiving input from the community. Several mechanisms have been put in place to enable citizens to readily participate in this process. We will be holding an initial series of professionally facilitated workshops that will allow residents the opportunity for input into developing the Vision, Mission and Guiding Principles Statements for the future of Miami-Dade County.

This input will be supplemented by a web site survey available to all residents of the County. For those not having computer access, Miami-Dade County libraries and all Team Metro offices will have survey forms available on-line.

Community Planning Teams made up of municipal representatives, community leaders and experts in areas of strategic importance, such as human services, transportation,

public safety and neighborhood services will be encouraged to obtain feedback from community groups and organizations that they represent. One-on-one interviews and geographically dispersed focus groups will be held with elected officials and additional community leaders.

The Strategic Plan process will provide a mechanism to develop a consensus of community priorities up-front. The annual development of priorities for Miami-Dade County tends to be driven by the budget process. The Departmental Business Plans submitted annually will reflect these priorities and drive the annual budget process. The plan will provide government accountability to the residents of Miami-Dade County. By linking to the annual Departmental Business Plan process, each Department becomes accountable to achieving its component of the overall plan. These annual plans will include performance evaluation measures that will provide a yardstick to determine how we are progressing towards our desired goals.

We look forward to working with you, our residents, to make The Miami-Dade County Strategic Planning Initiative a proactive process of envisioning the future and developing the necessary strategic actions to make that vision a reality.

Sincerely,

Alex Penelas  
Mayor



*Miami-Dade's Strategic Plan*  
**PEOPLE’S VISION: COUNTY’S MISSION**





# WHAT IS STRATEGIC PLANNING?

This is a question that many of you may be asking. A strategic plan serves as the community’s roadmap that will take us from where we are today to where we want to go in the coming years. Having a plan is as important to our future as architectural plans are to building a home.

Recognizing this, the County launched an initiative to develop such a plan, as well as institute a process that will allow us to maintain a plan that meets the changing needs of the community. Miami-Dade County staff surveyed Strategic Plans prepared by numerous governmental entities prior to embarking on this process. Some examples of plans generally regarded as successfully implemented include Jacksonville and Coral Springs here in Florida; San Diego, California and Maricopa (Arizona) counties; and the States of Iowa and Virginia.

Key to the plan is the Vision... where do we want to be? Our vision for Miami-Dade County is likely to be different from that of other communities. We will have different ideas about what our overall vision should be from different segments of our community. This is why the development of this plan has to be a community effort. We will involve residents, visitors, and businesses.

Defining the mission of Miami-Dade County is another important step. Only by understanding our mission can we effectively determine what we need to do in working toward the vision of tomorrow.

Finally, our vision relies on our values. What is most important to us? What drives the decisions that we make? What is most important to the community at-large?

These statements will serve as the basis for developing master plans in six to eight strategic areas. Strategic areas will align with our service delivery functions such as human services, transportation or culture and parks. Each strategic area planning group comprised of key County staff and supported by staff from all County Departments will develop its own strategic goals working with the community, and after going through a thorough analysis, these working groups will develop strategies for achieving their goals. For example, a goal may be to improve early childhood development and the strategy may be to continue expanding access to Head Start and Early Head Start. Key strategic objectives will also be developed for these goals and strategies.

Departments will expand on these goals, strategies and key objectives in preparation of their annual business plans as part of their budget preparation process. Monitoring and feedback will ensure that the County’s performance is continually evaluated and will provide a mechanism for future updates of the plan.



# HOW YOU CAN PARTICIPATE?

The major fundamental purpose of the Strategic Planning Process is to allow us to prioritize services that matter most to you and are needed most by you. This is reflected in the Miami-Dade County Strategic Planning Process’ theme, “**People’s Vision: County’s Mission.**”

**Plan to attend one of the scheduled community workshops that will be taking place throughout the upcoming months at various locations throughout the County:**

Date	Time	Location
Thursday, November 1, 2001	6:30 - 8:30 p.m.	Miami Lakes/Palm Springs North Library Auditorium, 6699 Windmill Gate Road
Thursday, November 8, 2001	6:30 - 8:30 p.m.	North Miami Public Library Auditorium, 835 NE 132 Street
Thursday, November 15, 2001	6:30 - 8:30 p.m.	South Dade Regional Library Auditorium, 10750 SW 211 Street

Provide your input using the County’s website survey form. **LOG ON TODAY:** <http://www.co.miami-dade.fl.us/stratplan>  
If you need access to a computer, please visit one of the County’s libraries or Team Metro Offices. Call (305) 349-6214 for locations.

Opportunity for additional input will be provided through further workshops and community outreach for the development of the goals, strategies and key objectives for each strategic area master plan and for community review and comment once the draft plans are developed.



# HOW THE STRATEGIC PLANNING PROJECT WILL WORK

## An interview with Miami-Dade County Manager Steve Shiver



**Mr. Shiver, why does the County need a strategic plan?**

Like any football team, it needs a game plan. In this case, we need a great game plan. Miami-Dade County is a rapidly changing, diverse community. With the exception of selected initiatives, much of the allocation of resources for providing services to our residents to-date has been based on recommendations from County management on how to most effectively provide services rather than soliciting community input via a formal process.

This strategic planning process will give us a stronger community consensus of what we want Miami-Dade County government to achieve for our future, thereby providing resident-driven service priorities.

**Who will support this project through its completion?**

Well, our support team will consist of three components. First, MGT of America, Inc., a professional planning and national research consultant, has been selected to guide and facilitate the strategic planning process. Founded and incorporated in 1974 in Tallahassee, Florida, they have grown to include several satellite offices. Over the past 27 years, MGT has successfully managed more than 1,800 client engagements in 47 states and several foreign countries, and has performed similar strategic planning projects for large government entities. Kelley Swofford Roy, a long-time Coral Gables firm will be serving as our community communications consultant to work in conjunction with our Communications Department to inform and involve the public. Internal County staff will manage the external consultant and coordinate all other in-house staff support, and most importantly, will provide the backbone information required to support the development of strategic area master plans.

**How will the Mayor’s initiatives and Miami-Dade County departments participate in this process?**

Since many of the Mayor’s initiatives (Year of the Child, One Community One Goal, etc.) have strategic plans of their own, the strategic plan for Miami-Dade County will be a comprehensive, countywide plan that will most surely enhance these initiatives. This plan will provide a formal method for linking them to the annual Departmental Business Plans and Budget process. Department-specific plans and initiatives will also be similarly aligned with the business planning and budgeting process.

**How does this strategic plan interface with Miami-Dade County’s Comprehensive Development Master Plan?**

The Strategic Plan will provide specific strategies to improve the delivery of services to the Citizens of the County by providing us a stronger community consensus of what we want Miami-Dade County government to achieve for our immediate future. It will also link to broader visions of the community that have been established by other County planning documents, such as the County’s Comprehensive Development Master Plan (CDMP). The CDMP is formulated and adopted in response to County Charter requirements and the State’s Growth Management Act which require cities and counties to plan comprehensively, manage their future growth and establish guidelines for the County to manage its future growth and regulate development. Accordingly, the CDMP expresses current County policies relating to land use, environmental resources, and coordinated provision of services and facilities.

The community vision established for Miami-Dade government through the strategic planning process will provide a foundation for future updates to the CDMP. Both planning processes will help us develop community consensus on areas of strength and opportunity on which we can build, and conversely, areas of weakness that must be addressed in order to achieve the desired future.

Our vision, weaknesses, and strengths of our community will help us to identify broad cross-cutting strategic themes for our future that may include our desires and priorities for growth and development which can then be incorporated in future updates of the CDMP. Further, the goals, strategies and key objectives developed in each strategic area (e.g., neighborhood services, transportation, human services, culture and recreation, economic development, public safety, etc.) will provide additional background material for related elements of the CDMP such as the Water and Sewer and Transportation elements.

By definition, however, the CDMP will be more comprehensive, will have a longer planning timeframe, and will contain more policies and objectives than the Strategic Plan.

**How long will this process take?**

We have an aggressive schedule for completion of the plan that will require a concentrated effort on the part of County-elected officials and our professional staff. While the schedule calls for overall completion of the plan by Summer of 2002 and provide the foundation for development of the department’s business plans for FY 2003-2004. Several planning products will be integrated in our priority setting and budgeting process early on. Residents can keep up with this process by visiting our Web site: [www.co.miami-dade.fl.us/stratplan](http://www.co.miami-dade.fl.us/stratplan).